

System-wide Approach to Clinical Improvements

Quality, Patient Safety and Perfect Care



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March 2010

System-wide Approach to Improvements and Value-Based Purchasing

- **Objectives**

- To understand the intent of ‘Perfect Care’ within St. Joseph Health System (SJHS) strategic goals
- To understand the components identified as critical success factors for attaining Perfect Care
- To understand the challenges facing SJHS
- To understand the shifting priorities identified to assist with the journey to Perfect Care



Saint Joseph Health System

- Mission
 - *To extend the Catholic healthcare ministry of the Sisters of St. Joseph of Orange, by continually improving the health and quality of life of people in the communities we serve.*
- Vision
 - *We bring people together to provide compassionate care, promote health improvement and create healthy communities.*
- Values
 - *The four core values of St. Joseph Health System -- Service, Excellence, Dignity and Justice -- are the guiding principles for all we do, shaping our interactions with those whom we are privileged to serve.*



SJHS serves ten distinct communities within three general regions—
Northern California, Southern California and West Texas/New Mexico.

Facilities: Fourteen Ministries, three home health agencies and multiple physician groups, and a Health Plan.

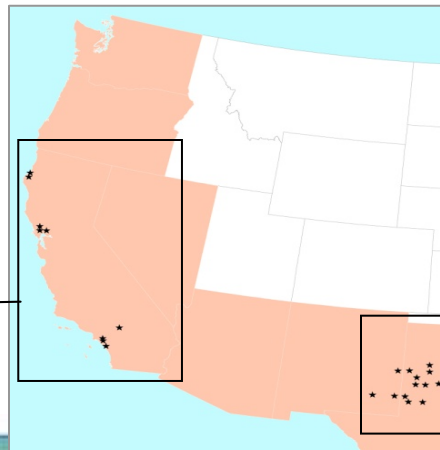


Total licensed beds: 3,607

Employees: 24,000

Physicians: 6,000

- 138,745 inpatients
- 2,182,485 outpatients
- 453,770 ED visits
- 20,777 babies delivered
- 212,295 home health visits
- 112,576 surgical procedures



Turbulent Times Call for Steady Leadership

- Clarity of Vision
 - Focus on responsibility in meeting the need of those vulnerable ones we serve
 - Sacred Encounters
 - Capturing descriptions from employees of what Sacred Encounters means to them in their work
 - Charity care within our communities
 - Perfect Care
 - Reduction of Mortality OE Ratio from 0.89 to 0.80 avoiding 1,382 mortalities over the past two years
 - Reduction of failure rates in CMS Core Measures from 23% to 7% since FY08
 - Reduction of Ventilator Associated Pneumonia from a baseline of 63 to 11 occurrences in FY2009
 - Healthiest Communities
 - SJHS Foundation and grant funding for community programs



Turbulent Times Call for Steady Leadership

- Adaptability of Strategy
 - Collaborative Leadership Team
 - Making difficult decisions
 - Reduction in force across Ministries
 - Being prepared as much as possible for the future
 - Physician Collaboration
 - The right level of care, at the right time with the right provider
 - Address prevention and health promotion by solidifying our processes for collaboration with our providers
 - Technology and Innovation
 - ‘Design for Perfect Care’
 - Alliances with innovative companies



Turbulent Times Call for Steady Leadership

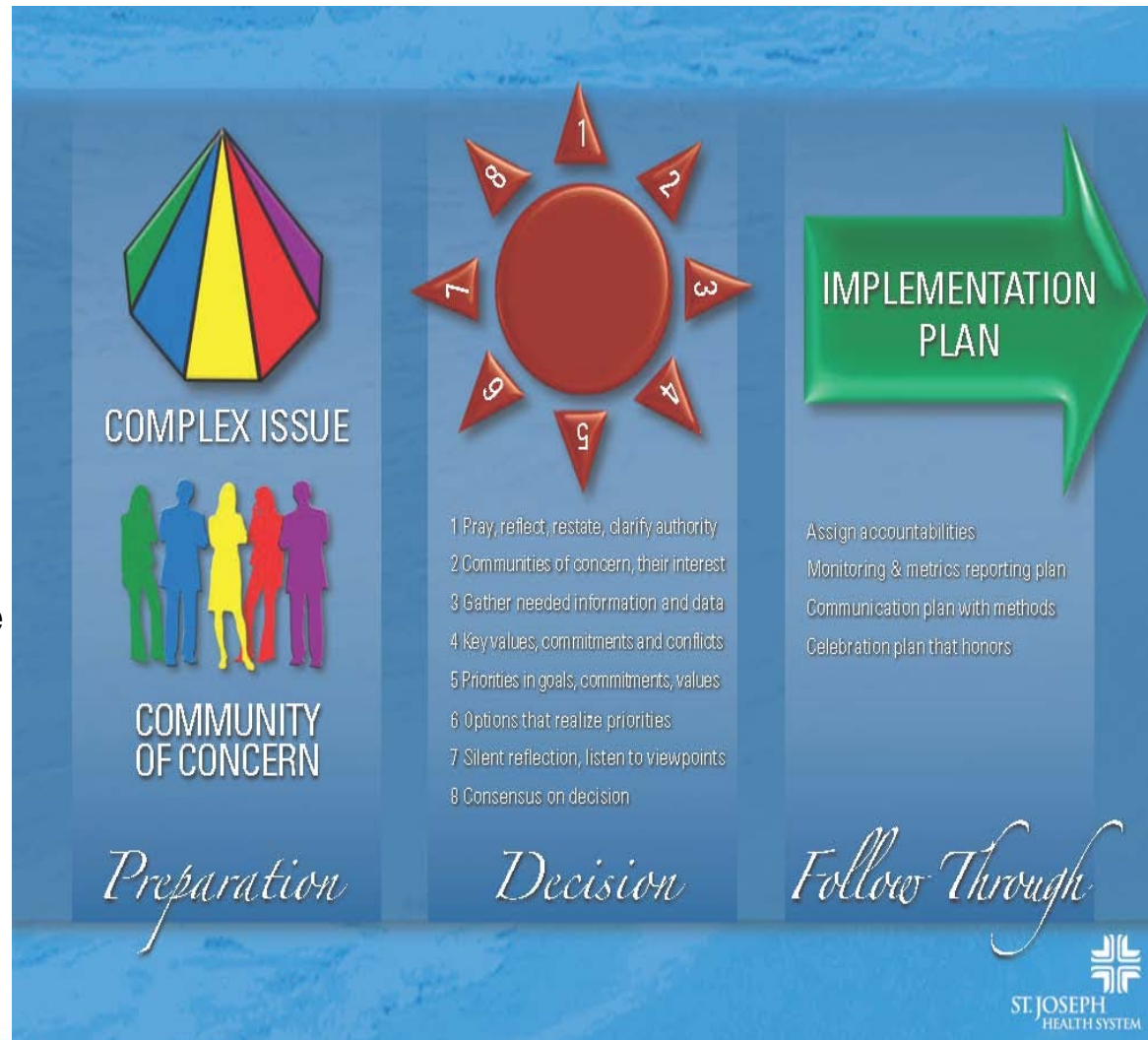
- Adaptability of Strategy cont.
 - Strengthened Balanced Sheet
 - Extension of our Ministries – Laguna Beach Mission Hospital
 - Continued Operating Efficiency
 - Measure productivity and benchmark against comparable organizations
 - Revenue Cycle for best practices and standard work from registration to reimbursement
 - Philanthropy efforts to engage community support
 - Growth in Three Horizons
 - Protect core business
 - Advance high growth services
 - Investing innovation and new markets



Consistent Value Based Behaviors

Ethical Decision Making Process

- Recognize your own moral foundation
- Come to a discussion fully acknowledging and aware of preconceived beliefs
- Reflect on what is heard before moving to a decision



The Questions of Concern – Quality Committee of the Board of Trustees

- Who will benefit from CMS' vision for quality improvement?
- How does CMS' plan to improve quality of care?
- Why is CMS leading Value-Based Purchasing?
- What is Value-Based Purchasing?
- Is Value-Based Purchasing changing practice?
- Is Value-Based Purchasing changing patient outcomes?
- Is SJHS prepared to meet the requirements for participating in Value-Based Purchasing?
- Other concerns to discuss/dialogue?



VISION - Quality Improvement Roadmap

- SJHS alignment with CMS' vision:
 - “the right care for every person every time”
 - Safe
 - Timely
 - Effective
 - Efficient
 - Patient-centered
 - Equitable
 - Spiritual (SJHS)

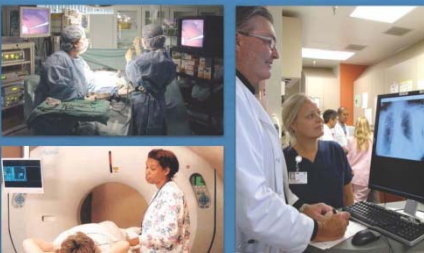
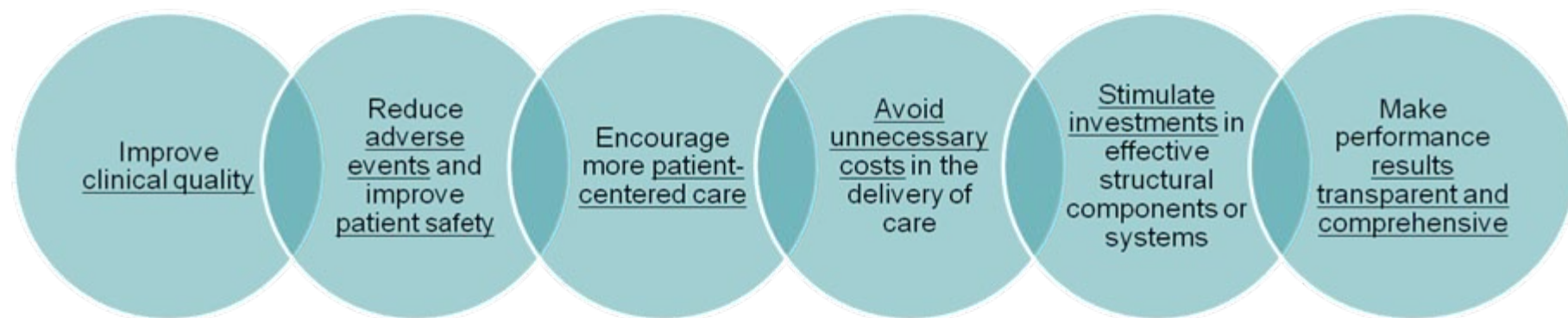


Perfect Care

- Metrics - three year commitment - 2008 thru 2010
 - Inpatient Acute Care Focused
 - Medicare and Medicaid (CMS) 19 metrics
 - Heart Failure
 - Acute Myocardial Infarction
 - Community Acquired Pneumonia
 - Surgical Care Infection Prevention
 - Elimination of Preventable Ventilator-Associated Pneumonia
 - Elimination of Retained Foreign Bodies
 - Elimination of Wrong Site/Wrong Person Surgeries
 - Reduction of the Observed/Expected Ratio for Mortality
 - Reduction of Birth Trauma (new 2010)
 - Reduction of Stage III and IV HAC Pressure Ulcers (new 2010)

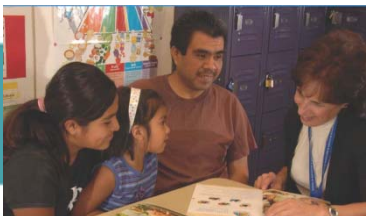


WHY - CMS' VBP

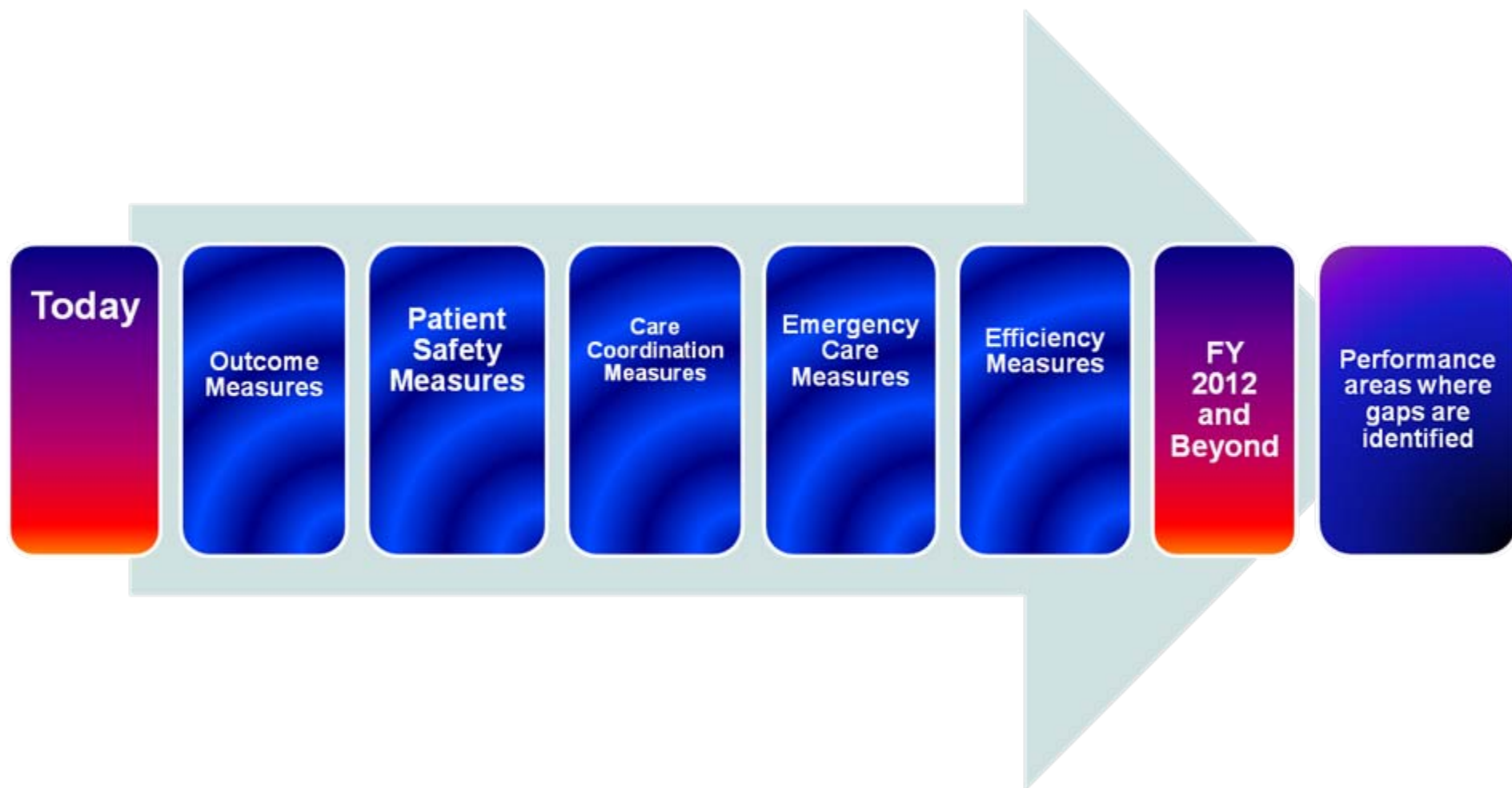


To encourage hospitals and clinicians to improve quality of care

To empower consumers to make value-based decisions about their health care



CMS Measure Evolution



Building SJHS VBP Landscape



Viewing the VBP Landscape

Manifestations of Poor Glycemic Control

CATHETER ASSOCIATED
URINARY TRACT INFECTIONS

*Deep Vein Thrombosis and
Pulmonary Embolism*

PRESSURE ULCERS
STAGES III & IV

FALLS AND TRAUMA

*Surgical Site Infection following
certain Orthopedic Procedures*

AIR EMBOLISM

Blood Incompatibility



Systems to support accurate data
and actionable information

Optimize 'St. Joseph Way'

Participation in national
collaborative work groups

Comprehensive measure set

System-wide knowledge of process
and outcome measures

Consensus for change drivers

Tooling the VBP Landscape



Grooming the VBP Landscape



Readmissions

- All Patients
- AMI
- CHF
- PN



Mortality

- All Patients
- Ischemic Stroke
- Hemorrhagic Stroke
- Severe Sepsis
- Septic Shock



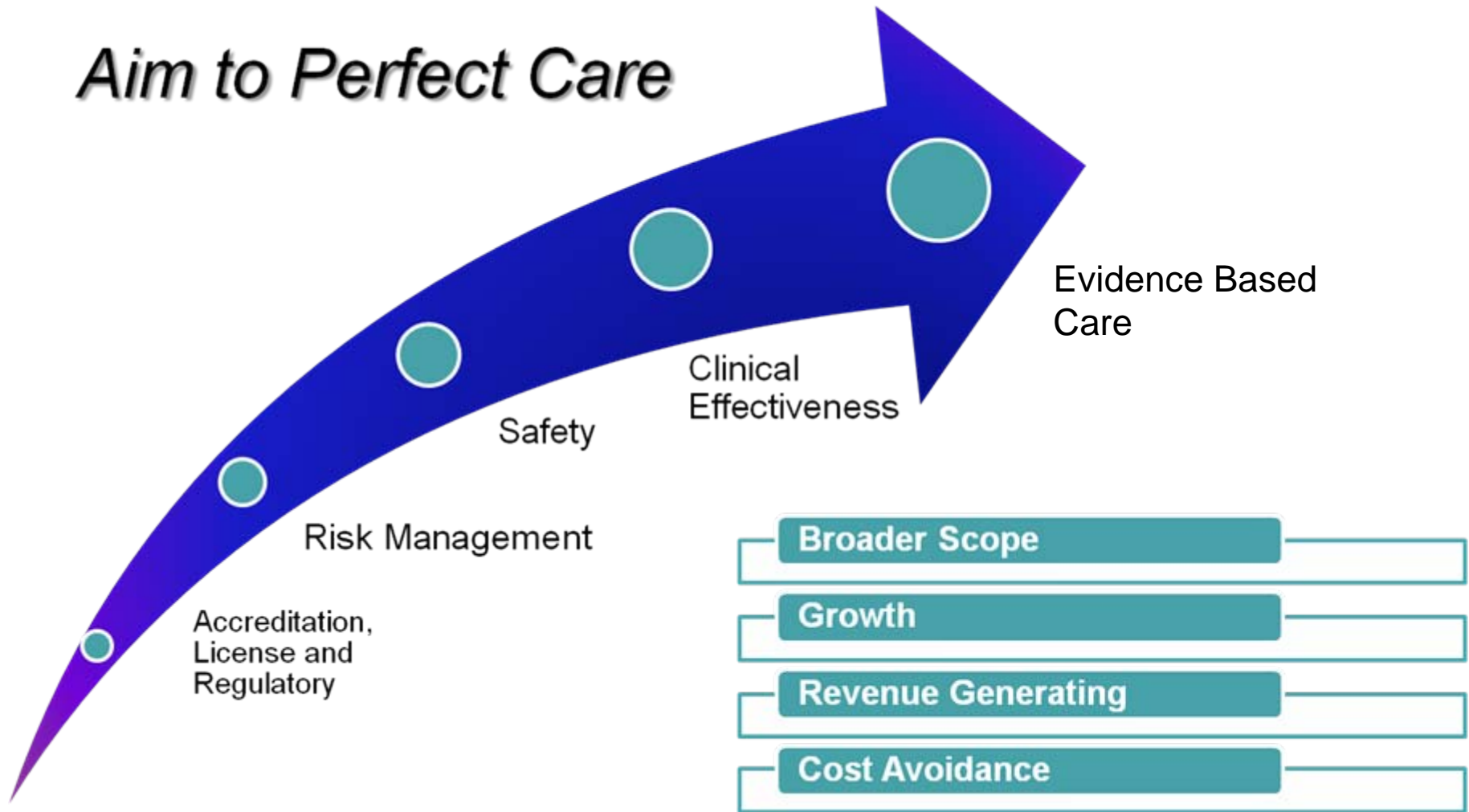
Preventable Deaths

- Surgery Patients w Treatable Conditions
- Falls
- Hemolytic Reactions
- Post-op PE/DVT
- Hypoglycemia



Reaching for Clinical Excellence

Aim to Perfect Care



Answers to the 'Questions of Concern'

- Patients
 - Benefit from vision
- Quality of Care
 - Broader scope and across the continuum
- Value-Based Purchasing
 - Pay for high quality care
 - Avoids costs for payers and patients
 - Results in more effective and efficient care
 - Evidence based care in targeted care processes





ST. JOSEPH
HEALTH SYSTEM

Transforming Healthcare Together